

TAB

## ORGANIZATION AND PROCEDURE

25X1A 1. The Career Service Committee was appointed by the DCI in September 1951 and has the following membership:

[redacted] Assistant Director (Personnel), Chairman  
Colonel Matthew Baird, Director of Training

25X1A Sherman Kent, Assistant Director, ONE

[redacted] Deputy Assistant Director, OSO

25X1A [redacted] was appointed Executive Secretary to the Committee on a full-time basis. The Committee holds weekly meetings.

25X1A 3. Six Working Groups have been established to aid in carrying out the mission of the Career Service Committee as speedily as possible and to create a broad base for planning purposes. Each group consists of about six persons of Division or Staff Chief or Deputy Assistant Director caliber. The groups were assigned a series of problems as shown in paragraph 7 below.

4. The several Assistant Directors were invited to participate by assigning these persons to the Working Groups on a part-time, in-addition-to-other-duties basis. The Working Groups were charged with effecting solutions to their assigned problems from an Agency-wide point of view. At the same time, each Working Group was directed to satisfy the requirements and harmonize the interests of the various Offices represented and, through informal consultation and pre-coordination, to insure that the interests of Offices not represented were considered.

5. Office membership on the Working Groups is determined by primary interest in subject matter. The Executive Secretary of the Career Service Committee meets with each of the Working Groups and coordinates their activities. The Working Groups hold regular meetings and hearings which are usually attended by the Consultant to the Career Service Committee and by such experts and advisors as the groups invite from time to time.

6. The Working Group on Selection Criteria and the Working Group on Employee Rating have completed their assignments (see Tabs C, D and G) and are making their final reports. A new Working Group is being organized, replacing these two, which will develop the next phase of the planning.

It will be expected to complete its assignment in February. The Working Group on Career Benefits is expected to complete in February that part of its assignment which does not require legislation (see Tab E). The Working Groups on Trainees, Extension Training and Rotation are expected to complete their assignments and make their final reports in February (see Tab F).

7. The membership of the Working Groups and their assignments are as follows:

a. Working Group on SELECTION CRITERIA

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Problem:

To investigate ways and means of activating the Career Service Program with respect to employee participation and to recommend to the Career Service Committee criteria by which employees become eligible to participate; to recommend the mechanics of selection (i.e. whether there should be selection and review boards and what their number, location and composition should be) and to recommend the degree to which selection governing participation in the Career Service Program should be centralized.

b. Working Group on EMPLOYEE RATING

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Problem:

To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an "experimental" basis; to recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment; to ensure that rating systems recommended can be integrated into a Career Service Program; to recommend methods of approaching uniformity in rating standards and to ensure that ratings are responsive to job duties and responsibilities; to recommend procedures for use of the respective offices in handling employee ratings, to recommend procedures for issuance and notification of ratings, and for review and appeal techniques.

c. Working Group on CAREER BENEFITS

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Problem:

To recommend to the Career Service Committee the scope of and degree to which Career Benefits are necessary and desirable; in what manner these can be applied to develop an esprit de corps; how, in particular, tangible or in-

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as compensation for achieving and maintaining certain skills; whether a special retirement system is needed and if present disability and death compensations are adequate; to recommend a legislative program to effect the above.

d. Working Group on TRAINEES

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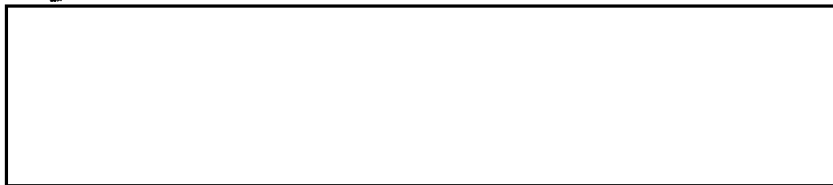
Problem:

To recommend to the Career Service Committee methods of locating, selecting, recruiting, security clearing, evaluating, assessing, and testing, training and assigning trainees; to consider criteria and standards for their selection and curricula for their training; to investigate the magnitude of this program and the appropriate intake; to recommend means of coordinating this program with other programs in the Agency for processing new employees; to consider and recommend security measures, publicity and public relations policies to be adopted

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e. Working Group on EXTENSION TRAINING

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Problem:

To survey the types of extra-CIA training that are required and to recommend to the Career Service Committee policies and procedures for putting into effect an extension training program or programs a.) in universities, colleges and laboratories and other research and educational institutions in the United States and abroad, b.) in service schools and colleges of the Armed Forces, c.) in industry, d.) in other United States Government Agencies,

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f. Working Group on ROTATION

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Problem:

To recommend to the Career Service Committee a policy regarding intra-Office rotation, inter-Office rotation and extra-CIA rotation; to recommend policies and procedures regarding rotation between overt and covert offices and between domestic and overseas duty; to recommend the degree to which the several types of rotation should be centralized or de-centralized within CIA; to recommend procedures by which the several types of rotation should be administered, scheduled and controlled in order to advance the development of the individual and contribute the greatest benefit to CIA and to its component offices.